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9 February 1965

MEMORANDUM FOR: [REDACTED]

SUBJECT: Study of Paper-flow Problems

I have read again the fifty plus pages in your paper and find so much meat on the bones of this monster that it is difficult to pick out that which will be most nourishing to serve the customers you wish to please.

In my view the one point to hit, and hard, is the fact that there is no single person in this Agency or in the Community at large who is responsible for keeping his eye glued on one single country from the standpoint of at least being aware of all raw information coming in and all finished intelligence being produced about such country, whether it be concerning its internal or its external relations; such an individual should develop a broad overview of the situation in that country in terms of all those facets that have a bearing on such country's relationship to U. S. interests.

The matter of on the ground experience of our analysts is an important but a very sensitive point; I can only suggest that there is no business in which directly acquired personal knowledge of people and places is more important than in ours; theoretical knowledge in great depth of any given subject be it economics, politics, military strategy, etc., do not give the holder the ability to apply such knowledge with equal facility to [REDACTED]

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Your battle is something like the one man one vote problem; you should strive for at least one man one country. There may be long stretches of time when many of these "wathhers" will be forgotten men while their little spots of earth rock along newsless and ignored by all until one fine day some front-page event takes place and then the "lucky" watcher will find himself in the White House and in a position, we would hope, to place the event in proper perspective as related to U. S. interests and thereby avoid flappy action by this Government.

Your paper deserve closer attention than I have been able to give it, but I have been and will continue to be for some time, struggling to understand the programming system in the DOD and to then relate it to the Agency and the other members of the Community.

A/D/DCI/NIPE

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